

On the 17th I attended a farewell luncheon to Dr. Alsberg with Secretary Wallace and bureau chiefs.

Formation of Bureau of Agricultural Economics.

7 On the 18th there was a meeting of the Economics Committee, with Professors ^{Geo. F.} Warren of Cornell, ^{Geo} Christie of Perdue, ^{a.} Boss of Minnesota, and ^{F. P.} Cooper of Kentucky, called to Washington by the Secretary to confer on the proposed consolidation of the three bureaus of Markets, Crop Estimates, and Farm Management, followed by a luncheon at the Cosmos Club.

At this meeting the question came up as to who should be recommended to head the new bureau. There was silence for a moment and some embarrassment because three bureaus were to be merged into one, each with a chief, and the new bureau could have only one chief. I was naturally silent because I was one of those chiefs and personally concerned. Then Dr. Mohler spoke up and suggested that "it would be both graceful and appropriate if Mr. Estabrook would nominate Dr. H. C. Taylor." This was embarrassing to me because it was unexpected; I had always thought of Dr. Taylor simply as a very shrewd and capable technician in economics, a ~~professor~~ college professor; I had a profound distrust of college professors in administrative positions because ~~there~~ only experience has been with immature youths and they lack contact with business men; and so far it had never occurred to me that he might be considered ~~for~~ to head the new bureau, but rather thought that some successful business man might be put in charge. However, I could not very well say frankly what I thought to a group of college professors who had a very high regard for Dr. Taylor. The new title, Bureau of Agricultural Economics, rather suggested the appointment of a trained economist, and Dr. Taylor was the outstanding economist, i.e., professional economist, in the department. After a moment's

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hesitation while these thoughts flashed through my mind, I responded, "Gentlemen, I nominate Dr.H.C.Taylor, economist and chief of the Office of Farm Management, to be chief of the new Bureau of Agricultural Economics." There was no discussion and the nomination was unanimously approved. *HP* I returned to my office with a feeling of disappointment, whether because I had subconsciously cherished the hope that I might head the new bureau, or that some outstanding man might be selected, or that Dr.Taylor was not the right man, or even a good man for that particular position, I do not know to this day--I was simply disappointed. I cannot recall having given much thought to the important question as to who would head the new bureau, because the initiative did not lie with me but with the Secretary, who had shifted responsibility to a committee of professors called in suddenly from different states, none of whom was familiar with the organization, personnel, or work of the three bureaus involved. That night, turning the events of the day over in my mind, it seemed rather clear to me that the ~~pre~~ calling in of those professors, the proceedings, and the suggestion of Dr.Mohler, were all prearranged. Dr.Taylor wanted that position. This was the only meeting of the economics committee at which he was not present, so that he could not be accused of having any part in it. But Dr.Ball was a former associate of Dr.Taylor and owed his appointment as Assistant Secretary of Agriculture to Dr.Taylor's nomination, recommendation, and advocacy. It looked as if Dr.Ball was trying to pay off a political debt to Dr.Taylor. That was my surmise at the time, and ~~nothing~~ later events seemed to confirm it. As for me I could either resign or contin-

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ue to cooperate in good faith, and keep smiling. It seemed to me that my cooperation in organizing the new bureau was needed all the more because of the selection of Dr. Taylor who was without experience in organization work. And that was my decision. Let Dr. Taylor look after the technical economics of the new bureau and I would look after the details of organization and the statistical part of its work.

~~xxxx On the 21st I addressed a meeting of county agent leaders xx
on the work of the three bureaus that were to be combined xx~~

The next forenoon I had an interview with Mr. Livingston and told him confidentially what had happened in the economics committee, because he was concerned and I thought he should know. He was greatly surprised and perturbed. He called at my house that evening and seemed greatly distressed.

On the 21st I addressed a meeting of county agent leaders on the work of the three bureaus that were to be combined.

~~Mr. Livingston resigned on the 22d~~

On the 22d Mr. Livingston's resignation was accepted by Secretary Wallace and was announced in the press. The same day Congressman Sydney Anderson, Chairman of the Joint Congressional Commission of Agricultural Inquiry, called at my office and we agreed upon the type and scope of information that the Bureaus of Markets and Crop Estimates might furnish, which I promised should be forthcoming. The employees of the Office of Markets contributed for the purchase of a watch as a testimonial to Mr. Livingston, who was highly appreciated and much loved because of his character and courtesy, his kindly considerateness and princely manners. ~~He~~ Throughout his official career he was conspicuous as a gentleman.

On the ~~22d~~ 24th I prepared a statement of the factors ~~involved in making up a constructive program for agriculture.~~

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On the 28th I had an interview with Prof. I. W. King, professional statistician, ^{who was} ~~now~~ employed by the Anderson Committee on Agricultural Inquiry.

The Budget Bureau.

7 On the 29th I attended a meeting of President Harding, the Cabinet, the administrative officials of all government departments, bureaus, and offices in Washington, with General Dawes, director of the new Budget Bureau, as principal spokesman. President Harding, in a mildly agreeable way, said in effect that the government of the United States was run by its permanent administrative staff, that economy in government expenditures was vitally necessary, and that the Director General of the Budget Bureau, Dawes, would explain the necessity for the cooperation of all administrative officials in effecting the necessary economies.

General Dawes was and is a man of great ability and dramatic personality, of the acrobatic actor type. He held the fascinated attention of his distinguished audience by his actions, and all that he said deserved attention. The audience was seated in the amphitheater of the auditorium of the Interior Department building. The President and his cabinet were seated on the stage or speaker's platform. In the center directly in front of the stage was an open space in which General Dawes pranced and paraded back and forth and ramped and ranted to the very great interest and amusement of his audience. I can still see him striding back and forth in the limited space before the speaker's platform, waving a broom in each arm, and calling out at the top of his voice, "The Army has a contract for the purchase of 150,000 of these brroms at 59 cents each; and," waving the other broom, "the Navy has a contract for the purchase of 250,999 of

involved in making up a constructive program for agriculture.

On the 18th I had an interview with Prof. I. W. King, who

is a seasonal statistician, now employed by the Anderson Committee

on agricultural industry.

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interest and amusement of his audience. I can still see him

striding back and forth in the limited space before the speaker's

platform, waving a broom in each arm, and calling out at the

top of his voice, "The Army has a contract for the purchase of

150,000 of these brooms at 25 cents each; and, waving the other

broom, "The Navy has a contract for the purchase of 150,000 of

these brooms at \$1.89 each," or similar figures; and then, "Think of it, think of it, just think of it; can any human being get up on his hind legs and say that this broom is any better than that broom; or can he imagine why a brook^m that is good enough for the Army is not good enough for the Navy, or why one branch of the government should pay 59 cents for its brooms and another branch of that same government should pay \$1.89 for the same brooms. It's got to stop, I tell you, it's got to stop." While the audience, which really did constitute the federal government at Washington, as the President had said, laughed at the dramatic and fantastic attitudes of General Dawes, some were greatly scandalized, all agreed with what he had said and went away determined to cooperate. To General Dawes more than to any other one man belongs the credit for establishing a central and uniform purchasing system for the federal government.

The Cotton Estimate of 1921.

7 On July 1 the regular annual estimate of cotton acreage, condition, and forecast of production, was issued by the Crop Reporting Board of which I was still chairman. It showed a considerable reduction in acreage and a poor condition, indicating a small crop. ^PConcerning the estimate of cotton acreage hangs a tale. Cotton is the principal money crop of the South. At one time it was King, and for more than a generation it had led in export value all other crops of the United States. It was the most highly speculative of all crops, and not only the growers, but merchants, commercial agencies, banks, and all other classes of people ^{in the South} were directly or indirectly interested in cotton. For this reason there was always ^a strong bias of financial interest to influence the judgment of every one concerning cotton production in the South. It was especially ^{difficult} to overcome this bias and ascertain the real facts that I so strongly advocated the employ-

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trained
ment of ~~axx~~ate statistician in every state in 1914, and a cotton crop specialist for the whole region, who would travel over the state more or less continuously and by personal interviews and observation form an independent, expert, unbiased and disinterested judgment as a check on the biased reports of many thousands of farmer reporters. The system worked well and for several years the final estimates had been within three percent of the number of bales actually ginned. But since 1919 the appropriation for the crop estimating service had been reduced by Congress to such an extent that only about \$25 per month was available for travel for each field agent. This would not go very far in such states as Texas and Georgia, which produced more than half the entire cotton crop of the South. It meant that each agent had to spend more time in his office and less in travel and observation and greatly weakened the one check we had on the correctness of information from other sources. Before the House Committee on Appropriations I had announced that if the appropriation for my bureau was reduced I could not be responsible or answer for the accuracy of the crop estimates, because if the field agents could not travel they would be entirely dependent upon the voluntary reports of others and in the same situation as the members of the Crop Reporting Board in Washington.

During the previous two or three years the American Cotton Association, under the passionate and fanatical leadership of Mr. Wanamaker of South Carolina, had increased in numbers, strength, and influence. In the winter of 1920-21 this organization had carried on an extensive and intensive campaign of propaganda, urging cotton growers to reduce planting in the spring

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of 1921 by one-third; and this propaganda was reinforced through-
~~the south by~~ out the South by the press, the state departments
of agriculture and marketing organizations, and even by the
extension leaders and county agents of the state agricultural
colleges. This went on for months until everybody in the South
talked of a $33\frac{1}{3}$ per cent reduction of acreage.

It was inevitable, therefore, that the voluntary crop re-
porters of the South should report what they heard on all sides,
and probably believed, a one-third reduction in the acreage plant-
ed to ~~the~~ cotton. At the July X meeting of the Crop Reporting
Board the reports of the county and township reporters showed
a range of from 20 to 60 per cent less than the previous year,
and an average of approximately $33\frac{1}{3}$ per cent. The state field
agents, who had been unable to travel effectively over their
states for nearly two years because of lack of funds, discount-
ed the reports of their special correspondents and estimated
the reduction at 30 per cent. The majority of the Board, Messrs.
Murray, Calander, Jones, Holmes, Andrews, and two field agents
from the South, were in favor of accepting the average of the
field agents. I alone, having in mind the psychology of the
cotton growers and the history of previous efforts to bring about
acreage reductions and the human tendency of individual growers
to reason, "If everybody else is going to reduce his acreage,
it will be a mighty good time to increase mine," could not bring
myself to believe that anything like the reduction reported had
actually taken place. I said I could not for one minute be-
lieve that there had been a reduction of even as much as 20
percent, and I argued with the Board members individually and
collectively. They asked what specific evidence I had to op-

pose to the tabulated reports of thousands of crop correspondents from every nook and corner of the Cotton Belt and the reports of our trained field agents. I had nothing but ^{only} incredulity, based upon long experience. We compromised upon 28 per cent, as I remember it. This situation should be borne in mind in connection with the final December estimate of this year.

7 Beginning with July ^{Budget.} there was a series of conferences over the request of the Director of the Budget that economies should be effected in all appropriations; in other words that a portion of each fund appropriated by Congress for specific purposes should be set aside as a reserve, be reported to the Budget Bureau, which would authorize expenditures from the reserve only upon submission of sufficient evidence that a real emergency existed and that further expenditures were necessary to protect the interests of the government.

7 ^{Administrative Qualifications.} Within a week after Dr. H. C. Taylor assumed charge of the new bureau I discovered that he was exceedingly suspicious of the ability, integrity, competency, character, motives, and loyalty of all subordinates who had not worked with him in the Office of Farm Management or studied under him at the University of Wisconsin. This suspicion was directed especially at all division and project leaders, except those of the Office of Farm Management, and Mr. Calander whom he had known in Wisconsin. The assistant chief of bureau and the chiefs of the foreign agriculture division, the grain standards division, the hay, feed and seed division, the fruit and vegetable division, and so on through the entire list, were regarded by him with hostile eyes. As near as I could gather what Dr. Taylor had in mind as necessary and prerequisite qualifications for a division or project leader was a man who had graduated from a ~~N~~ university with a Phd. de-

gree, preferably from the University of Wisconsin; who had specialized on economics, preferably agricultural economics; who was old enough to have been employed as a professor of economics in a college; and who had succeeded in getting his name on economic bibliographies by writing a book, bulletin, or articles in economic journals; an economist who was sane, that is, with a bias in the same direction as that of Dr. Taylor; a man of pleasing personality, a diplomat, a forceful writer and an effective public speaker; and lastly, he should be a good scientific research worker and a good administrator. Dr. Taylor never said all this at one time, but he said all and more at different times. By this standard practically all division and project leaders were deficient. On one occasion when he expressed a strong desire to remove all the old bureau leaders in order to fill their places with the right kind of men, I suggested that it would not do to make these changes all at once, because there ~~was~~ appeared to be only one source of supply in the United States, the University of Wisconsin, and to draw so heavily on the university might hamper its outstanding usefulness for the future, which was, of course, unthinkable. Dr. Taylor looked puzzled, ~~for~~ but only for a moment, and then I saw some rather hard and determined looking lines appear on his face, and the suggestion was silently ignored. Thereafter I heard less of a proposed slaughter of the innocents. *P* In various conversations with Dr. Taylor about personalities, qualifications, and salaries, I readily agreed that the qualifications he mentioned were highly desirable, along with some others he had not mentioned, but that men possessing them were rare and probably were already drawing down salaries several times what our bureau could ~~offer~~ offer; that the perfect official or employe had not yet been found for any position from messen-

or employe had not yet been found for any position from messenger to President; that obviously no man should be displaced until a better man was found to replace him; that in the meantime the chief of bureau was charged with the responsibility and the obligation to know his subordinates, ascertain their strong and their weak points, and to so deal with them as to enable them to give the best service of which they were capable; and my feeling of irritation at his preconceived hostility to the project leaders of the Office of Markets especially caused me several times to remind him that really there were a number of quite good universities in the United States outside of Wisconsin; that a college or university degree after all was nothing more than a certificate from professors who got paid for teaching that ^{students} ~~they~~ had completed a certain prescribed course of study; that such a course of study and certificate could not make an educated man or a gentleman out of a congenital ass; and that in the great university of life were tens of thousands of men and women who had read all the books that the college professors and their students had read and knew more than those professors and students ever dreamed of knowing ~~and~~ ^{or} perhaps would never know, because no college professor had ever been invented who could ~~teach~~ teach the lessons of experience, the greatest of all teachers in the school of life. I supplemented this with the statement that schools, colleges, and universities were very useful and necessary, and very helpful to a small percentage of the population, but I thought their benefits were greatly exaggerated, especially by paid professors, and I wondered what would happen to them if all state and private funds were withdrawn and they had to sustain themselves by selling their wares and services; how long would they last, and what would happen to their professorial staffs, to their propaganda, and

happen to their professional staffs, ~~how long would they last,~~
to their propaganda, and ~~what~~ to their psychology. "Surely, Dr.
Taylor," I said, "you have been away from your beloved univer-
sity long enough to realize that college and university life is
unreal, it is a dream life, and very attractive, of course, but
it has its shortcomings and limitations for that very reason
and may and often does unfit young people for real life; and
it even more unfits the professors for real life because their
best years are spent with immature minds and remote from prac-
tical affairs. Surely you must realize that men learn things
and develop and demonstrate ability in successfully meeting the
special problems and situations that arise in practical every-
day life and business, with which immature and inexperienced
college graduates and many of their professors are wholly unable
to cope. Can't you see that a university education, evidenced
by a diploma, is simply a tool, an implement, an equipment, very
desirable it is true; but what a man does with it or accomplish-
es with it, and how far he goes in competition with those without
it, depends entirely upon certain qualities of mind and character
inherited or developed by early environment, and also upon special
conditions and situations. Surely you must realize that most of
the college professors brought into the federal service during
the world war were conspicuous failures, the most conspicuous
being Prof. Wilson, and that of the thousands of college gradu-
ates who have come into the government service through civil
service examinations, many of which were designed for their
special benefit, have proved to be mediocre and utterly lacking
in qualities of leadership or distinction. If you cannot realize
this now, Professor, just look about you and take note of the
fact that the recognized leaders in the government service are
~~nearly all men who got their training and developed their facul-~~

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nearly all men who got their training and developed their faculties in the university of life, rather than in a state supported institution for juveniles."

After this outbreak Dr. Taylor looked at me intently, but was silent. I concluded: "Dr., these project leaders of ours are incomplete men, just as you and I and every other man is incomplete in some respects, but it is well to bear in mind that not one of them was appointed to his present position because he is a physical Adonis, a mental prodigy, a college graduate, a professor of economics, or the son of a Croesus; he was appointed because at the time he seemed to be the best man available for the job; and the chances are that each one of these project leaders could teach you and me many things about his specialty and is quite as distinguished and outstanding in his own field as you or I in ours; therefore I counsel deliberation and strongly recommend no action until ~~we~~ you know them and their work better; any one of them may be a stick of wood, but it is highly probable that he is worth a cord of inexperienced college men who are handicapped by a thick and cumbersome bark of college degrees under which lurk all sorts of bugs and worms that are of no practical use whatever." As a result of this and other conversations, Dr. Taylor reluctantly agreed to delay action in removing ~~all~~ the division and project leaders.

However, within a few days I was called in to consider the situation of three project leaders against whom Dr. Taylor had strong and, to me it seemed, personal prejudices.

The first was Mr. E. G. Montgomery, economist in charge of the foreign section and a graduate of Cornell. He was a man of mature experience in agriculture, a good statistician and economist, a forceful writer and speaker, and a man who inspired confidence by his evident thoroughness, interest, and frankness. Dr. Taylor disliked him personally and questioned his ability and soundness as an economist, and seemed to be determined to get rid of him.

The second was Dr. Haney, economist in charge of some cost accounting work, a former professor of economics in the University of Texas, and a brilliant and forceful writer and speaker, and exceedingly independent in the expression of his views. Dr. Taylor disliked him, criticised his work, and questioned his orthodoxy as an economist.

The third was Mr. Herbert C. Marshall, former assistant chief of the Office of Markets, who for some months had been engaged in a study of the retail trade in meats. Dr. Taylor disliked him, criticised him for the length of time he had spent on his project, and questioned his competency as an economist. Also, Mr. Marshall, partly in office time and partly in his own time, had prepared a bulletin in which he attempted to set forth and analyze the economic situation of agriculture before, during, and after the war, which he submitted for publication by the bureau. This was a ^{very} ~~very~~ informative bulletin and had it been published would unquestionably have attracted much attention, because it was timely. I glanced through the manuscript and thought so well of it that I asked for several copies of the page proof for Congressman Anderson's Committee of Agricultural

Inquiry. When Dr. Taylor saw the page proof he at once held up the printing on the ground that it was full of "economic heresy."

With respect to Mr. Montgomery I said to Dr. Taylor that although I had probably read almost as many books on economics as he had I did not pretend to be able to judge of economic orthodoxy or heresy, but I did claim to know something about men and their efficiency and value in the public service and I would most strenuously object to railroading Mr. Montgomery out of our bureau. Dr. Taylor then asked me to see Mr. Montgomery and suggest to him the advisability of seeking a transfer. This I did, with the distinct understanding that the suggestion came from ^{Dr. Taylor} him. Mr. Montgomery said he fully understood the animosity of Dr. Taylor and that it was mainly a reflection of the enmity of Dr. E. D. Ball, Assistant Secretary, because at a meeting of some kind in New England where both were on the program he, Mr. Montgomery, got the attention and applause, while Dr. Ball, who followed, was greeted with silence, since which time they had not spoken. He said the real trouble was that Dr. Ball was an entomologist, but posed as an economist without being able to live up to the role. Shortly thereafter Mr. Montgomery was transferred to the Department of Commerce and made chief of the Food Division at a much higher salary than he received in the Department of Agriculture.

In the case of Dr. Haney, at Dr. Taylor's request I was present when they had their interview, but took no part in the conversation. Dr. Haney sensed that the meeting was hostile and his replies to Dr. Taylor's questions were clear cut, incisive and challenging. In dealing with him Dr. Taylor was very courteous, as to an economist who had written a book and had a reputation, and ^{was} extremely cautious and kept his temper admir-

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ably, which was evidence of great self control, because some of Dr.Haney's remarks were sarcastic and cutting. As a matter of fact Dr.Taylor never got far enough to even intimate to Dr.Haney that his services were not satisfactory or not desired, because Dr.Haney w quite definitely and somewhat defiantly ^{said} that he proposed to bring his special investigation to a close promptly and Dr. Taylor could look for another project leader.

The case of Mr. Marshall was different. Unquestionably he liked to argue as a form of mental expression and exercise, and as he was both a lawyer and an economist ideas and words never failed him. Dr.Taylor asked me to handle his case. I saw Mr. Marshall, listened patiently to his explanation of the delay in bringing to a definite conclusion his study of retail meat marketing, and when he said it was due mainly to lack of clerical help and funds I asked him for an estimate of just what he needed and the length of time in which he felt sure that he could finish satisfactorily, with the distinct understanding that if these facilities were granted he would finish within the time limit set by himself, or expect the project to be transferred to another leader, to which he readily agreed. Dr.Taylor was more reluctant, but when I pointed out that he must either grant Mr.Marshall what he said was necessary and thus estop him from alleging that he failed for lack of proper support or arbitrarily transfer or dismiss him, he consented.

7 Another unsatisfactory ^{Office Space.} situation that Dr.Taylor asked me to look after was that of trying to induce the Biological Survey to vacate the quarters it occupied in the same building with us, the old Bieber Building on B Street, S.W., between 13th and 14th Streets, in order to give us more space. This should have been assigned to Mr.Bailey, the business manager of the bureau,

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rather than to me, but after saying that I did not think the Biological^a Survey would consent to move out I agreed to see what could be done. I arranged for an interview with Mr. Nelson, Chief of the Biological Survey, and took Mr. Bailey along. When I explained our need for additional space and expressed the hope that the Biological Survey would cooperate by moving out, Mr. Nelson seemed rather astonished and not at all pleased. Seeing this I added, "Now, Mr. Nelson, before you tell me what you think of me for suggesting this move, please understand that I fully understand how you feel about it and just what I would say if I were in your place; but consider this: I know without your telling me that your bureau also is short of space and you are crowded and handicapped for that reason, just as we are; suppose, just suppose that Mr. Bailey here can find better and more adequate quarters for your bureau than you now have and that our bureau will stand the expense and help install you in better quarters, would you then consent to move, in order that both your bureau and my bureau might have better space facilities? He readily agreed to this. Then I said to Mr. Bailey that it was up to him to find better quarters for the Biological Survey and to keep both me and Mr. Nelson informed of the progress he made.

Mr. Bailey scoured southwest Washington. Some weeks later he reported that he had found the very thing. I was busy and simply said, "Good for you, go tell Mr. Nelson about it," without asking what it was he had found. Half an hour later Mr. Nelson called up by telephone and in a voice that corruscated electric sparks asked what I meant by the message Mr. Bailey brought to the effect that I had approved the selection of quarters for the Biological Survey in the temporary war emergency building on the Mall--a flimsy structure unfit for occupancy except for dire emergencies. I explained that I knew nothing of such a proposal and that if Mr. Bailey had made such a suggestion he had

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of me for suggesting this move, please understand that I fully
understand how you feel about it and just what I would say if
I were in your place; but consider this: I know without your
telling me that your bureau also is short of space and you are
crowded and handicapped for that reason. Just as we are; suppose,
just suppose that Mr. Bailey here can find better and more ad-
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posal and that if Mr. Bailey had made such a suggestion he had blundered and "if he comes to you with a similar proposal in future, get out your gun, and I will help bury the corpse." "I will do just that," came the response. The Biological Survey remained where it was until the Bieber Building was demolished to make way for a new addition to the Department of Agriculture.

The housing problem was a serious one for the Department of Agriculture for many years. About 1900 the department began to outgrow its quarters in the old original brick building on the grounds that was erected soon after the Civil War. As it grew it spread out into ~~small~~ small private dwellings near by. Many of them were wholly unsuited for office or laboratory purposes. The expense of fitting them for official use was borne by the department, rentals grew year by year, and the offices were scattered and very inconvenient. About 1905 two corner wings of the present building were constructed, but more than a quarter of a century elapsed before Congress appropriated the money for constructing an administrative unit to connect the two isolated laboratories. I ^{have} ~~have~~ no doubt that in ^{this} ~~that~~ long period the cost of rentals, remodeling, repairs, fittings, and loss of efficiency, cost far more than the appropriation for the new building that was finally constructed.

7 *Selling Corn and Hogs.*
One of the projects that Secretary Wallace had in mind when he came to Washington that illustrates his idea of the functions of the Department of Agriculture was that it should have an agent in Europe to actually sell and take orders for Iowa corn and hogs. When the solicitor advised that this could not be done legally under existing law, the Secretary asked if an agent could not be employed to collect inside information on

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the corn and hog market, ^{and} he was told there was ample authority to employ men to collect information. He asked Dr. Taylor and I to employ a meat expert to be stationed in Europe and keep the department informed of market conditions over there. Our own livestock and meats division could suggest no one; nor could the Bureau of Animal Industry. Dr. Taylor asked me to find some one. I remembered meeting a young man at Mr. Foley's in London who said he was the European representative of an independent packing company of Chicago, and I was favorably impressed by him. ^{as} I could not remember his name or the name of the company which employed him. I sent a cable to Mr. Foley asking for the name and address of the "meat packer salesman" met at his apartment. He replied that his name was Squires and his last known address was in Boston. I immediately telegraphed the Boston address and the next day Mr. Squires walked into my office. ^{PI} I explained what was wanted and then introduced him to Dr. Taylor, who was surprised at my quick work, but seemed a little disappointed that Mr. Squires did not claim to be an economist or to have been graduated from the Wisconsin University. Next I took him over to Secretary Wallace who promptly said that upon my recommendation he would approve the appointment of Mr. Squires. Mr. Squires spent a year or two collecting information in Europe, established a regular system of market reporting for meats and other animal products in Europe. However, Dr. Taylor never liked him, ^{and} was critical of his work and reports, ^{and} On a visit to the department a year or two later, after an interview with Dr. Taylor, he promptly resigned. I next saw him at his office in Sydney, Australia, where he was serving as commercial attache for the Department of Commerce at a salary much higher than those

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paid in the Department of Agriculture and where he was both successful and happy in his new work.

7 *Roads meeting*
On July 27 there was a meeting of highway engineers at the Office of Public Roads followed by another meeting at the Maryland State University, which I attended as a representative of the Bureau of Agricultural Economics. The party was taken by automobile to the University ^{of Maryland} at College Park where the members assembled in Engineering Hall, with Dr. Wood^d, President of the University, presiding. These engineers, about 40 in number, were no sooner seated around a long table than with one accord they all lit cigarettes and began to smoke. It happened that I sat at the end of the table opposite Dr. Woods whom I knew in former years was violently opposed to the smoking of cigarettes. I recalled his official order as Chief of the Bureau of Plant Industry to the effect that any messenger boy caught smoking cigarettes would be dismissed, and his statement that no man who smoked cigarettes ever achieved distinction. I wondered what he thought of this double line of distinguished road engineers, all smoking cigarettes fiendishly, most of whom drew higher salaries than did any professor in the university, and a few of whom drew salaries approximating that of the President of the United States.

Miscellaneous.

7 During August there were frequent meetings of the seed loan committee, the committee on graduate studies, the economics committee, numerous conferences regarding personnel and salaries, and many interviews with visitors.

On the 17th I went with father by train from Frederick to Baltimore and accompanied him to the Kelley Hospital, a branch of Johns Hopkins, for examination. He was having trouble with his throat. The doctors had him strip to the waist, kept him

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his throat. The doctors had him strip to the waist, kept him waiting and in suspense for ^{nearly} ~~more than~~ half an hour, and then drink a liberal dose of magnesia, a white chalk-like substance. After another wait an Ex-ray photograph was taken. When these were later developed they showed that the aoesophagus had almost completely closed just above the entrance to the stomach. This prevented the passage of solid food and sometimes of liquids. Subsequently he was given radio treatments with no appreciable effect.

On the 22d the Secretary and bureau chiefs took luncheon at the Cosmos Club with Dr. Thomas, newly elected president of the Pennsylvania State College of Agriculture.

On September 1 I received a telephone message from the hired man at Sunny Hill Farm saying that the dwelling on the lower farm had burned to the ground during the night. Some days later I inspected the charred ruins with an appraiser of the insurance company. The ~~imax~~ insurance company disclaimed liability under the policy because the dwelling had been vacant more than ten days. This was true, partly because I did not know there was such a thing as a vacancy exemption clause in the policy, partly because I wished to take advantage of the vacancy to have the house repaired and painted, and partly because tenants are not easily found in the country. Upon receiving notice that the company claimed exemption under the vacancy clause, I examined the policy as I had never examined it before. The face of the policy was a straightforward document that clearly insured the building in question for a certain amount in case of fire. But at the bottom reference was made to certain conditions and exceptions listed on the back thereof and expressly made a part of the policy agreement. ~~Turning the document over I found a formidable~~

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cy agreement. Turning the document over I found a formidable list of exemptions in very fine print and difficult to read. With a lead pencil I drew a perpendicular line between each of these clauses and provisions so that they could be readily distinguished, and found there were 132 conditions and contingencies under which the company could claim exemption from liability. The language of the vacancy clause was so clear that I did not attempt to collect, although the building was a total loss, because I did not feel that I could afford to hire a lawyer and pay the costs of litigation on the chance of recovering something from the company. I suspect that this was a mistake on my part and that the company would have compromised by paying part of the indemnity rather than have that infamous vacancy clause brought into court.

On September 7 I was appointed chairman of a special committee to investigate a case of alleged embezzlement of a small amount and to formulate regulations ~~that~~ designed to prevent similar occurrences in future.

On the 28th I was called in conference with the Secretary, Assistant Secretary Ball, and Dr.H.C.Taylor regarding the form of the Yearbook, and on the 26th regarding an appropriation for the International Labor Conference.

Which last reminds me: Years later my secretary in Rome, in discussing governmental blunders, cited the International Labor Conference in Washington. She said that her foster father represented the Italian government at the conference and took her along as his secretary. Then, rippling with amusement, she told how when President Wilson was in Europe and supposed to represent the government of the United States in persona he attended a gathering at the International Labor Office at Geneva

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when the date and place of the next international gathering was under consideration. President Wilson cordially invited the members to meet in Washington at the date agreed upon, two years later. The invitation was accepted. Upon his return to Washington the President, in the press of other matters, forgot to ~~en~~ communicate his invitation and its acceptance to either the State Department or the Congress, with the result that no appropriation for expenses was made by Congress, no preparations were made by the State Department, and no formal invitations were issued. At the appointed time the delegates from European countries departed for the United States in good faith, but on arrival at New York found no one waiting to receive them at the pier, their baggage was subjected to the usual severe scrutiny, and at Washington there was no one to receive them or direct them to hotels, and no literature had been prepared to tell them where to go, what to do, or where to meet. Of course these distinguished official delegates got in touch with their respective embassies, the ambassadors and ministers descended in force upon the State Department, which immediately went into convulsions in its desperate efforts to meet the situation. While the delegates were seeing the sights of Washington the officials of the State Department arranged to have the assembly hall of the Pan American Union made available for the meetings and various rooms in public buildings set apart for the use of committees. But there were no interpreters or reporters provided and the Conference had to get along with those they had brought with them. Then, to cap the climax, at the close of the Conference, a bill was presented by the Pan American Union for the use of its assembly hall at the rate of fifty dollars a day. At least, this was the story told me by the lady in question. She added that

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On September 28 I prepared a statement for the Secretary regarding the agricultural situation for his use at the Labor Conference. At a meeting of the Federal Club the same evening I heard General Dawes outline the policy of the Budget Bureau in coordinating the activities of the government. Earlier in the day ~~with~~ ^{and} Drs. Taylor and Pearson I interviewed Secretary Wallace as to the advisability of including in the statement I was preparing for the Labor Conference the conclusion of our economics committee that industrial wages should be reduced to facilitate economic readjustment, it being the concensus of opinion of agricultural leaders that industrial wages were entirely too high in comparison with agricultural income, adding tremendously to the cost of everything that farmers had to buy.

On the 30th I conferred with Messrs. Murray, Andrews and other technicians of the bureau regarding a published article by a Weather Bureau official to the effect that the cotton crop could be more accurately forecasted from weather data than by any other means. These schemes for forecasting crop production, usually based on logarithmic double curvilinear correlations of various kinds, came up periodically, were convincing because they were based on higher mathematics ^{which} ~~the~~ few people understand, are quite fascinating to both authors and crop estimators, but somehow don't work, probably because their basis data are crude, incomplete, and imperfect, but which the authors and advocates regard as perfect and satisfactory ^{so long as} ~~because~~ they are expressed in figures.

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October opened with a series of committee meetings, conferences and interviews: on the 5th with Dr. Taylor had an interview with Mr. George M. Rommel who was leaving his position as animal husbandman in the Bureau of Animal Industry to become editor of the "Field," published in New York. On the 6th I heard an excellent talk by Mr. G. Harold Powell at the National Museum on "Cooperation." He was a former chief of the Bureau of Plant Industry who resigned to become manager of the California Fruit Growers Association at a salary several times his old government salary.

Meetings of Field Agents.

7 On October 19, in company with Messrs. Jones and Gage of the Crop Estimates Division, I left for a series of ^{meetings with} field agents, the first being at Nashville. En route we spent several hours at the office of the Kentucky field agent at Louisville. We arrived at Nashville the forenoon of the 12th, where I found the field agents from the cotton states assembled. For several days we held two sessions daily and discussed cotton estimating in all its aspects, the agents emphasizing the special difficulties resulting from lack of travel funds and the excessive propaganda for reduction of acreage. Our meetings were held in the large federal building. One evening I was entertained at the house of a relative of our Tennessee field agent and for supper was served with the most delicious ham I have ever tasted. It was sweet, juicy, and as tender as bread, and served with baked sweet potatoes and hot ~~hm~~ biscuits, was something to dream about in future years.

On the 14th I had a telephone call from the Peabody Institute asking if I would address the assembled faculty and student teacher body at the noon hour. I did so and my talk

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was well received. I assumed that they as a body of teachers knew nothing about crop estimating, so I talked to them as I would a group of boys and girls of about twelve years of age. I appealed to their imagination by telling them that the fields on the farms of the United States had never been~~m~~ measured and what was grown on those fields had never been weigh~~x~~ed, and yet an organization ~~xxxx~~ with headquarters in Washington had developed a system whereby they could estimate very accurately how many acres were planted and harvested, how many bushels, tons, or pounds ^{were} ~~was~~ produced, and what became of it all, and how many head of different kinds of livestock were in the country, and could even make these estimates months in advance, ~~xxx~~ even before the individual farmer could know what his harvest would be. And then I gave an elementary outline of how[^] it was done. On my way out I was besieged and ^{congratulated} ~~complimented~~ by a crowd of teachers, and felt complimented when the benevolent looking Professor of Greek said to me that he knew I must be a good Greek scholar and a lover of the classics because of the remarkable clarity and precision of my speech. How's that for the barefoot boy from Texas!

On the 15th Mr. Tatum, representative of the Southern Agriculturist, conducted our party in automobiles to the Hermitage, the country home of Andrew Jackson, the Mount Vernon of Tennessee. It was well worth seeing and we enjoyed our visit greatly.

Next we were taken to the model farm of our Tennessee field agent, Mr. Morris, about 35 miles from the state capital. It was through a beautiful section of country and the ride was enjoyable. En route we were joined by another car in which was a small elderly gentleman with white beard, and several husky com-

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panions. Arrived at the farm, we saw a white house surrounded by lawns, flowers, and trees, and in a pasture nearby under an enormous black walnut tree was a party of women setting tables for a picnic. At the door of the dwelling house our hosts, Mr. and Mrs. Morris welcomed us and invited us to enter the cheery dining room. On a large table in the center of the room was a three gallon glass jar of blackberry wine, another of cherry brandy, and another of crystal clear "mountain dew." The old gentleman who had joined us en route was at the head of the table as master of ceremonies. When we were all seated he stood up and said that he had been asked by his good friend, Mr. Morris, to assist in welcoming his guests in true southern ^hfashion. He wished to assure us that while the prohibition law in the United States provided penalties for the transporting or selling of alcoholic beverages it did not prohibit any man from manufacturing such beverages for the consumption and enjoyment of himself, his family, or his ~~firm~~ friends in his own home, and therefore he hope^d we would all enjoy the ho^spitality of our host, and that we would help ourselves freely to the bottled sunshine on this table, and the good things that were to follow. Thereupon toasts were drunk, tongues were loosened, good feeling developed, and all laughed heartily at the merry quips of our ~~MERRY~~ venerable toastmaster. As we passed across the meadow to the tables under the giant tree I asked Mr. Morris who the old gentleman was. "Why," he replied, "he is the State Commissioner of Prohibition, and is considered one of the bravest men in the state. He knows the people of the state like a book and does not hesitate to go unarmed into any of the mountain coves and bring out the most desperate of mountaineer moonshiners. In fact, as soon as our picnic is over he expects to raid a still on his way back to Nash-

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stockyards, and then to Minneapolis by bus in time to catch the 10.30 a.m. train westward. The rest of the day we rode across a beautiful undulating open country of Minnesota with its numerous lakes, oak groves, and fine farms, reaching Grand Forks after dark.

The next morning, the 21st, I spent several hours at the Seed Grain Loan Office with Mr. Warburton in charge, and Mr. Surratt, our state field agent for North Dakota. ~~I left~~ At the hotel where I spent the night I was pleased to see a large sign over a door one side of the dining room that read, "Ladies who object to smoking please dine here."

I left at noon and arrived at Fargo about 3 p.m. Between trains I walked over to the State Agricultural College and inspected the buildings and grounds. They looked rather bare in comparison with what I had seen in the East and the black trees on the campus had lost their leaves.

I left for the west on the evening train. It was still light enough to see and I noted many newly plowed fields of rich black soil, large fields of winter wheat up enough to show a tinge of green, and many Russian thistles rolling and tumbling across the fields before the wind.

On the 22d I rode all day across the rather barren looking country of Montana, following the ~~bottom~~ Yellowstone River bottom most of the way, usually with mountains in sight, through Billings and Miles City, and arrived at Butte, Montana, after dark, where I spent the night.

Much of the trip south the next day was between smooth, rounded mountains with steep slopes on either side and covered with a yellowish brown grass to their summits. Occasionally one caught glimpses of snow clad peaks in the distance. I reached

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I left for the west on the evening train. It was still light enough to see and I noted many newly plowed fields of rich black soil, large fields of winter wheat up enough to show a fringe of green, and many Russian thistles rolling and tumbling across the fields before the wind.

On the 22d I rode all day across the rather barren looking country of Montana, following the Butte-Yellowstone River bottom most of the way, usually with mountains in sight, through Billings and Miles City, and arrived at Butte, Montana, after dark, where I spent the night.

Much of the trip south the next day was between smooth, rounded mountains with steep slopes on either side and covered with a yellowish brown grass to their summits. Occasionally one caught glimpses of snow clad peaks in the distance. I reached

Salt Lake City in the evening and was welcomed by a group of field agents from the Pacific Coast and Mountain States.

Rain fell the night of my arrival and was said to have been the first in that region in over six months. After breakfast the next morning our party walked from the hotel to the capitol building on a hill on the edge of the city. On the way over I was so engrossed in listening to what my companions were saying that I paid no attention to the scenery. ~~What~~ At the capitol steps, however, I turned around to look back toward the city and a glorious vision met my view. What had been rain during the night in the city was snow on the mountains--and such mountains, mountains on every side, mountains as fine as any in Switzerland, mountains glistening white with snow in the morning sunshine, with pointed peaks rising high into the blue sky; and to the west at the foot of these magnificent mountains was the brilliant blue lake. For a moment I was breathless at the astonishing beauty of the landscape, and the unexpectedness of it, because on former visits to Salt Lake City a light rain was falling and nothing could be seen but wet streets and houses. But here was a vision of mountain grandeur and beauty that would repay one for a trip around the world to see. Nowhere else in the world have I seen anything to compare with it. No wonder the Mormon Saints selected this spot for their new Zion.

Our meetings to discuss ways and means of estimating crops and livestock in the Rocky Mountain and Pacific Coast regions were held in the senate chamber of the State Capitol. On the first floor of this building was a very interesting museum in which were to be seen specimens of the prairie schooners and rude handmade furniture and implements made by the Mormon pioneers. Twice during our stay in Salt Lake City we attended

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concerts in the Mormon Tabernacle, celebrated for its remarkable acoustic properties. I have never heard good music under more favorable conditions, where every musical note, tone and overtone, had its full value as here. So perfect are the acoustics that the slightest sound can be heard throughout the great auditorium, which is shaped like an egg and the inner walls are suspended and not in contact with the outer walls.

In the late afternoon of October 25, in company with Mr. Lloyd Tenny, I left Salt Lake City with its magnificent mountain setting, and in the following morning woke up in the mountains of Wyoming amid snow and bleak scenery. I noted that the highest point reached was over 8,000 feet. Gradually we dropped down to the lower levels of dry land farming, and then into the region of irrigated farming. Near Greeley, Colorado, were many fields of alfalfa and sugar beets. Eastward we came out into the open treeless plains where houses and farms were rarely seen and the country looked barren. The only living things to be seen were a few prairie dogs standing upright at the entrances to their burrows.

The next morning, the 27th, we woke up in Kansas near Topeka and reached Kansas City at 9.15, where Mr. Tenny left me. Then came the daylight ride across the State of Missouri where fine farms and green fields were to be seen. At St. Louis, in the evening, there was a short stop between trains.

On the morning of the 28th I woke up in Tennessee and changed cars at Nashville for Birmingham. Here again I found myself passing through an undulating country of low wooded hills, brilliant autumn foliage, especially of beech, maple, and hickory, and a less prosperous looking agriculture than was to be seen in Kansas and Missouri. I reached Birmingham at 6.30 p.m., had

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supper, and attended a meeting of the American Cotton Association at which I gave a talk on the crop estimating organization and methods of the bureau. The President, Mr. Wanamaker, who had formerly been so hostile, was very complimentary. Mr. Gist, field agent for Alabama, and Mr. Pryor, our cotton crop specialist, were with me and kept me up rather late at the hotel that night.

The next morning, October 29, I left by an early train and rode all day through an interesting rolling country brightened by the autumn foliage, until darkness closed about us near Bristol, Virginia.

Early in the
~~The next~~ morning I awoke near Manassas and a few hours later reached Washington.

On November 1 I attended the weekly luncheon of the Farm Hands Club and gave a brief summary of the conditions I had noted on my recent trip. *PP* On the 3d the administrative officials and project leaders of the Bureau of Agricultural Economics had a get-together luncheon at the Cosmos Club.

On the 4th and 5th I was at Sunny Hill Farm arranging for the construction of a garrage at the upper place and the rebuilding of the dwelling at the lower place.

On the night train of the 6th I left for New Orleans. The daylight ride on the 7th through the Carolinas was a pleasant one. On the same train was Dr. Galpin, in charge of rural sociological studies, and we spent several hours together, I asking questions about his project and he asking questions about my trip to Europe.

On the morning of the 8th we awoke near Biloxi, Mississippi, rode through great cypress swamps, across Lake Ponchartrain, arrived at New Orleans at 10 a.m., and went to the Groenwald Hotel,

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where a combined meeting of land grant college officials and extension leaders was held. We arrived in time to hear an excellent address by Dr. H. C. Taylor. Shortly thereafter I gave an address on the history, organization, functions, and present situation of the International Institute at Rome.

The following day Dr. Taylor and I visited the office of our state field agent, Mr. Jaynes, the office of fruit and vegetable inspection service, and the cotton classification office, of our bureau. Later we paid a visit to the New Orleans Cotton Exchange, met some of the officials, and were taken on the floor to witness the trading.

The next day, November 10, we were taken by Mr. Jaynes on a tour of inspection of the grain elevators and cotton warehouses in the forenoon, and in the afternoon we went about fifty miles up the river to the Reserve Sugar Plantation of the Godechaux Sugar Company, where we inspected the sugar factory and cane fields. This was a most interesting experience. The plantation was divided into large fields by drainage canals, all fields being reached by a small narrow guage railway. The cane was being stripped and cut by gangs of negro men and women armed with sharp broad bladed steel knives which they wielded with great skill. With two downward strokes the leaves of a bunch of cane stalks were stripped clean, ^{the stalks} were cut close to the ground with a single stroke, and laid in a pile with a single movement. It was interesting to watch the flashing blades of the knives and to hear the ringing metallic sound given off as the blades clipped through the heavy stalks. Next came a large wagon on which was mounted a small derrick with cable and grappling hooks operated by a motor. As this apparatus was drawn from pile to pile of cane another wagon drove alongside, the hooks were lowered to pick

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up the cane and quickly swung around to drop it into the waiting wagon. The whole operation took less time than it does to describe it. The loaded wagons drove to a train of cars waiting at the edge of the field, where a derrick would pick up the entire load and transfer it to one of the open cars. When the train was loaded it would proceed slowly to the mill, where again the heavy cane was unloaded by a motor driven derricks onto an enormous pile. An endless automatic conveyor carried the cane up to great steel rollers on the second floor where the stalks passed down an inclined plane, were caught between the rollers and crushed. The juice was conveyed through a system of troughs, strainers, and tanks, to the boilers, while the residue or "begasse" was conveyed to another part of the building to be utilized as fuel. The juice passed through several boilers, vacuum and high pressure, and the syrup was strained through great charcoal pits to remove impurities, until finally it granulated into sugar. The wet granulated sugar was passed through heated dryers, which were enormous horizontal cylinders, and as the sugar dried it became snow white, and as the cylinders revolved the sugar fell and filled the space within like a miniature snowstorm. On the floor below we saw the automatic weighing and filling machines in operation. A workman would fasten a sack quickly about the mouth of a downspout and pull a small lever. Instantly the bag would begin to fill and as soon as the required weight was delivered the stream of sugar would be cut off. Quickly the workman would remove the filled sack and replace it with an empty one. While it was filling he would dextrously sew up the first sack. As fast as filled the sacks were loaded on trucks, rolled away to a storeroom where an automatic movable elevator piled them from floor to ceiling in rows and tiers. It was a marvelous exhibition

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of a system that worked efficiently and with the regularity of a clock. We returned to New Orleans in time to catch the evening train for Washington.

On the 14th we ^ahad a conference with Secretary Wallace in which he outlined his purpose to set forth the farm situation in relation to business in his annual report. The same day I prepared an annual report of the seed grain loan activities of the department.

On the 15th I heard Hon. Sydney Anderson tell the Farm Hands Club about the work of the Congressional Joint Commission on Agricultural Inquiry. The same day there was a conference with State Senator ~~Pa~~ Lupton of Virginia on the question of freight rates as applied to agricultural products, especially apples.

On the 16th I appeared before the Joint Commission on Agricultural Inquiry to present the argument for providing for agricultural attaches. I was followed by Dr. Julius Klein of the Bureau of ~~Foreign and~~ Domestic and Foreign Commerce, who argued that all the information desired by the Department of Agriculture relating to agricultural production in foreign countries could be more economically obtained by the commercial attaches, and that, therefore, agricultural attaches were not necessary.

I mentioned four specific cases to demonstrate the futility of expecting accurate agricultural data from commercial attaches. I said that of the four ^{commercial} ~~agricultural~~ attaches I had met at Rome, Paris, The Hague, and London, not one of them had any agricultural experience, not one of them was aware that the great and basic industry of agriculture in the United States was suffering, but each and all of them were interested simply in promoting trade in manufactured articles, shoes, automobiles,

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and the like. Then I made a statement in perfect good faith which I was later to regret, to the effect a request for the latest crop estimate of the Argentine Department of Agriculture was sent by my bureau to the Bureau of Foreign and Domestic Commerce, of which Mr. Klein was chief, and a similar request at the same time to the chief of the Consular Service, Mr. Carr. A satisfactory reply was received promptly from the Consular Service, but two weeks ~~xxx~~ later a reply came from the Bureau of Foreign and Domestic Commerce saying that the desired information could not be obtained until it was published at some later date. "And that, gentlemen," I said, "illustrates the kind of service Dr. Klein asks the Department of Agriculture to depend upon in future." Of course, ~~Dr.~~ Klein had no answer at the moment for this surprising statement.

What I thought and said
My ~~statement~~ was based entirely upon an oral state^{ment} of the chief of the statistical section of the Division of Crop Estimates and confirmed by another employe in the same section. For more than ten years this chief of section was regarded as one of our most efficient, loyal, painstaking, accurate, and dependable employes. Never before had he been found in error, for which reason I had absolute confidence in him. Early in the new administration, when it was generally understood that the Department of Commerce would maneuver to take over the crop estimating and marketing divisions of our department, I had instructed this chief of section to keep tab on the statistical activities of the Department of Commerce in so far as they related to agricultural production. About two weeks before^e the meeting with the committee at the Capitol he came to me and said that he had already received through the Consular Service

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the information desired from Argentina, but nothing from the Department of Commerce. I instructed him to make a memorandum of the facts and to note in it the date when the request went to the two departments, State and Commerce, and the dates when replies from them were received, and he promised to do so. Some days later he reported having received a reply from the Department of Commerce, saying that the information could not be obtained until sometime later, although we had had the information for more than a week. ^{from the State Dept.} In a subsequent interview this was confirmed by the chief of section and one of his principal assistants. They were so definite and clear in their statement that I simply made a memorandum of the dates as they gave them to me, and it never occurred to me to call for the original correspondence and verify the dates myself. Hence my statement before the committee.

Subsequently it appeared that Dr. Klein on return to his office, called for the correspondence in his files, and was able to furnish the committee with copies showing that his bureau had obtained and transmitted to the Department of Agriculture the data asked for at the same time and ^{with} the same promptness as the Consular Service.

Just why the section chief and his assistant came to mislead me I could never ascertain, but I was extremely embarrassed because it put me in the position of having willfully made a false statement that was effectually and promptly disproved by documentary evidence. All I could do in this situation was to write a letter of explanation to the chairman of the committee and expressing my profound regret, and a letter of apology to Dr. Klein, but I ~~realized~~ realized that nothing I could say or do would remove the bad impression my erroneous statement had made.

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afternoon

On November 25 I left on the ~~evening~~ train ~~I left~~ for Chicago and en route read Dr. Ely's treatise on economics. The next morning at Gary, Indiana, the locomotive jumped the track at a switch, nearly turned over, and we were delayed about two hours. On the morning of the 27th I attended a meeting of State Marketing officials and heard an excellent address by Secretary Wallace. On the 28th I gave a talk on crop estimates. On the following day I addressed a meeting of State Commissioners of Agriculture in which I argued against the resolution introduced by Mr. Mohler, Secretary of the State Board of Agriculture of Kansas, to the effect that the federal government should not estimate crop and live stock production within the states, but should simply summarise and combine the reports received from the state boards of agriculture. Mr. Mohler and I had been on opposite sides of this question for ~~xxx~~ several years, but had remained good friends throughout. He fully expected to get his resolution adopted this time, but lost by a substantial majority, and within a few months gave up the fight and signed a cooperative agreement with our bureau.

At noon we had luncheon with Dr. H. C. Taylor and twelve field agents from adjoining states. Dr. Taylor had so far been skeptical of the crop reporting organization. He had never met the field agents of the Bureau of Crop Estimates. Knowing that he would attend this meeting in Chicago I had wired these field agents to meet me in Chicago and come prepared to summarise the agricultural and economic situation in their states in a two minute talk. At the conclusion of the luncheon I arose and said that the presence of these field agents was not an accident, that they were there under my instructions to meet the chief of the Bureau of Agricultural Economics of which they were now a

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part, and I wanted Dr. Taylor to meet them and see the character of men who represented the crop reporting service in the states; that I proposed to call the name of each field agent in turn and ask him to state briefly the situation in his state, and after they were all through I proposed that Dr. Taylor ask them any question that occurred to him; after which I would challenge Dr. Taylor to state whether he thought ^{he could} find another group of men in the United States equally well informed as they were concerning the situation in the states they represented. This was done and we listened to a series of concise statements that would be hard to improve upon. Dr. Taylor could do no less than express his appreciation and his gratification that so intelligent and well trained ^a group of men were included in the organization of the Bureau of Agricultural Economics.

On November 30 Dr. Taylor and I visited the grain standardization and grading offices of the bureau in Chicago. We had luncheon with about 70 employees of the bureau and at its conclusion both he and I addressed the gathering, my talk being a plea for cooperation between the employees of the united bureaus. In the afternoon Dr. Taylor and I visited the stockyards and saw the exhibits of the annual livestock show.

On December 1 Dr. Taylor and I visited the fruit and vegetable inspection office of the bureau and the cold storage warehouses, where we saw thousands of carloads of apples and other fruits in cold storage. At noon we had luncheon with the Saddle and Meat Club at the Union Stock Yards, at which delicious steaks were served. That evening I left for Washington.

Upon my return came the usual succession of committee meetings, conferences, and interviews.

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meetings, conferences, and interviews.

On December 12 the Crop Reporting Board issued its annual final estimate of the cotton crop, and for the first time in many years there was a wide discrepancy between the final and the earlier estimates, due to the error in the July 1 estimate of acreage. In the July estimate the voluntary crop reporters had shown an average reduction in acreage ^{under} ~~over~~ the previous year of $33\frac{1}{3}$ per cent, the field agents a reduction of 30 per cent, and upon my insistance as chairman of the board for a lower figure the board had adopted and published a figure of 28 per cent. The estimate of the cotton acreage on July 1, based on the ~~fix~~ percentage figure adopted at that time was used during the remainder of the season by the Crop Reporting Board and by all private crop estimating agencies. Now, in December, the reports of voluntary crop correspondents showed a reduction of only 14 per cent; in fact many individual reports showed an actual increase, which was what I had suspected and expected all along--because that was in line with all former experience. This result, of course, made a tremendous difference in both the estimate of acreage harvested and the total number of bales produced. It was a "bust" of the first order. Every member of the board understood the significance of the discrepancy and ^dall were unanimous in saying that the report should be issued without comment or explanation. I said emphatically no; we knew perfectly well why the board had failed to estimate the cotton acreage as accurately in July last as in previous years; every one interested in cotton was entitled to know those reasons; that we should have the courage to state them now, and thus head off a deluge of protests, complaints, demands for information, and abuse, and later Congressional investigation: ^{I said,} "No," ^I propose to give out the explanation with this report and I will sign it and be

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~~xx~~ personally responsible for it. All I ask is that the board members be jointly responsible for the figures it has adopted. I then hastily scribbled a brief statement to the effect that the error in the ^uJ~~u~~ly estimate of acreage was due primarily to the intense campaign of propaganda throughout the south ~~at~~ before and at planting time to reduce acreage one-third and the resulting psychology that led all sources of information to report a reduction in accordance with that propaganda, and the fact that Congress had ~~failed~~ reduced the appropriation of the crop reporting service to such an extent that there was not enough money available to enable the trained field agents to travel over their states and ascertain and report the real facts." My colleagues were extremely doubtful as to the expediency of issuing such a statement because of the criticism it would arouse. I replied that I hoped that such a wave of criticism would be aroused as would effectually prevent a recurrence of such a disgraceful "break" or "bust." I^t should never happen again, either because Congress would abolish the government crop reporting service or give it sufficient funds to enable it to function properly and efficiently. As for me I would prefer to have no bureau rather than a crippled bureau.

The Secretary signed the report innocently and in a perfunctory manner, although I called his attention to the discrepancy and the change in the estimate of the size of the cotton crop, but being from Iowa cotton meant no more to him than so many white elephants and at the time he signed the report he did not know that it was loaded with dynamite.

The storm broke the next day. There was a howl, accompanied by threats, from the American Cotton Association because I had given propaganda as one of the causes of the error, and it was

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The storm broke the next day. There was a howl, accompanied by threats, from the American Cotton Association because I had given propaganda as one of the causes of the error, and it was

mainly responsible for the propaganda. There was a chorus of indignant protests from the southern agricultural press because I had mentioned the ~~fact~~^{fact} that the same farmers who in the spring had reported a reduction in acreage on their individual farms had in the fall reported an increase: There was a howl from the cotton mills that had purchased their supplied^s on the basis of the early lower estimates. There was a piercing howl from brokers who were on the wrong side of the market. There was an even greater howl from private estimating agencies that had used the July estimate of acreage as a basis for their estimates of production. And lastly there was Congressional grumbling and mumbling because of the reference to inadequate appropriations for which they were responsible. These last I strangled by referring to page and paragraph of the published hearings before the appropriation committee where I had said that if the appropriation was reduced I would not be responsible for the accuracy of the crop estimates. Lastly Secretary Wallace was scared stiff because he was exceedingly and exceptionally sensitive to adverse criticism.^H As for myself I took it all philosophically, although regretfully, because I had visualized exactly what would probably happen the moment the final figures were laid before me. My conscience was clear because I had been perfectly frank with the public and all concerned. The only thing I could not mention to any one outside of the Crop Reporting Board at that time was my contention at the July meeting that the reports of acreage reduction were greatly exaggerated. Naturally I reviewed this ~~xxx~~ episode in my own mind many times in the weeks that followed, because they were trying weeks, but never unto this day have I thought that I could have acted otherwise. In all the criticism that followed, only one constructive sugges-

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tion was made to me. It came from an enraged young broker who had lost money because of the error of my bureau and for which I sympathized with his feeling. For this reason I listened patiently while he relieved his mind in rather insulting language. Then I explained to him the situation of the Crop Reporting Board, and my own personal situation, and asked him what I should have done in the circumstances. He was silent for a moment and then said I should have resigned directly after the July meeting and given wide publicity to the facts as I saw them. This might have been done, but he had been so insultingly disagreeable that I would not acknowledge the force of his suggestion, but instead asked why, if he and other cotton brokers were endowed with such superhuman acumen and wisdom, they had not themselves estimated the cotton acreage, and why was it that he and they had not discounted the estimates supplied by private firms for which he and they paid liberal prices, and could it be possible that Wall Street cotton brokers were such innocent lambs that they confidently applied their mouths to any nipple that was presented--here he scowled and fled.

About this time I read "History of Economic Doctrines" by Gide and Rist.

On December 19 at the Farm Hands Club I explained the causes of the discrepancy in the cotton reports. On the whole newspaper criticism was rather mild. Had a long interview with Mr. C. E. Miles of the Solicitor's Office who had been detailed to assist the seed grain loan office at Grand Forks. In my original oral and written instructions to Mr. Miles I had said that the seed grain loan legislation was remedial and to meet an emergency and was therefore to be construed liberally, and that this policy was to be followed both in the making and in the collec-

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tion of the loans; but in the case of fraud, or perjury, or other delinquency where the applicant had not shown good faith he was to collect evidence and prosecute to the limit of the law. Such a case had arisen. An applicant had sworn falsely to obtain a loan, had misapplied the proceeds, and refused ~~may~~ repay the amount he had borrowed. Mr. Miles wrote several courteous letters to the debtor to which he received no reply. Checking up in various ways he had ascertained that the borrower had sworn falsely to his application for a loan and had a bad local reputation. Then he wrote several letters threatening prosecution unless the loanⁿ was repaid. Instead of replying to these letters the borrower wrote to his Senator at Washington. The Senator wrote a vicious letter to the Secretary of Agriculture, which was referred to me for preparation of reply. I wrote a short letter assuring the Senator that the matter would be investigated. I then ~~the~~ telegraphed Mr. Miles for a statement of facts and promptly received a full report to the effect that the borrower of the seed grain loan had not purchased seed with it, but used the money for other purposes; that he now refused to pay the government, and boasted in his neighborhood that he had written his senator who was under such obligation to him that he would not permit the government to prosecute him; and threatening also to have Mr. Miles discharged. The same day I received this report a letter ~~was referred~~ from the Senator in question was referred to me from the Secretary's Office demanding that Mr. Miles be "ignominiously fired." I at ~~immediate~~ once dictated a statement of the facts, as reported by Mr. Miles, and sent it to the Secretary with the gratuitous statement that in my opinion the Senator was unworthy of his high office, regardless of the facts in the case of the borrower, because of his vicious attack on

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a trusted employe of the Department of Agriculture concerning whom he knew nothing other than the statements of a ^{man of} bad character and a perjurer, to whom it appeared that the Senator was under some sort of compelling obligation. I added that I assumed full and complete responsibility for the action of Mr. Miles with respect to this seed grain loan, that he was acting and had acted in strict accordance with his instructions which were to be liberal with all honest men but to prosecute perjurers and malefactors to the limit of the law, and that if he were subjected to disciplinary action for carrying out his instructions I would immediately resign, and give wide publicity to the facts in the case.

The Secretary, instead of either handling the case himself or sending for me sent Mr. Ashley, the secret service man of the department and my personal friend to see me. Mr. Ashley knew Mr. Miles better than I did and at once said the Senator's letter was preposterous. I turned over to him the complete correspondence. He was quite as indignant as I was, but said the Secretary was greatly worried and wanted to placate the Senator, especially as the Solicitor, Mr. Miles' superior officer, had showed the white feather and practically refused to have anything to do with the case, simply advising that the Secretary try to mollify the Senator. I was indignantly furious and said, "Oh for a Solicitor who is not a coward and a Secretary with a spine, a backbone, some guts--but understand that the Seed Grain Loan Office challenges investigation from any source; make your investigation, and make it thorough, and every facility and scrap of evidence we have is at your disposal; but for God's sake get the facts and have the nerve to report them as you find them; and get that ___ blustering perjurer and put him in prison and put some tar

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and feathers on the tail of that Senator." The investigation was duly made, confirmed in every respect the statements of Mr. Miles, and the matter was compromised by allowing the borrower to repay his loan in full instead of being prosecuted for perjury. *This "investigation" cost the government more than the amount of the loan.* My respect for Secretary Wallace was not heightened by learning afterwards that he had instructed his agents not to let me know anything of the progress of the investigation lest I press the matter of prosecution for perjury and exposure of the Senator. Of course, I let the matter drop: but I still think Secretary Wallace did not shine and the Senator was utterly contemptible and should have suffered the consequences for complicity in an attempted crime against the government.

Some months later when Mr. Miles returned to Washington, he called on me and expressed his gratitude. He was a cripple, having lost an arm, and said that he had a wife and children, was paying for a home and insurance, ~~and~~ his salary was barely sufficient to meet his obligations, and that when the Senatorial charge came, with the apparent sanction of the Secretary of Agriculture and abandonment by his chief, he was in despair until he received a copy of my statement to the Secretary when he knew that there was one man at least in the Department who was staunch and true and unafraid, and he added "By God, Mr. Estabrook, if there is ever anything I can do for you I will go through Hell fire for you." Which was some testimonial and was my compensation for standing out against a weak Secretary, ~~and~~ a cowardly solicitor, *and a dastardly corrupt Senator.*

On December 27 I had luncheon with Dr. Taylor, who brought up the subject of bringing Prof. Spillman back into the service. I heartily agreed, and Dr. Taylor's stock rose high in my estimation because the proposal was unexpected, from him. Dr. W. J. Spillman, one of our most lovable, brilliant, and occasionally

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eratic leaders, had impulsively resigned because of a difference of opinion that developed between him and Secretary Houston. Following his resignation his only employment was as editor of a department of a cheap agricultural periodical published in Philadelphia and an engagement to lecture on agricultural economics at the ^{George}~~Groeger~~ Washington University. But it meant a change of life at middle age, and he missed the daily association, contact, stimulation, and sympathetic understanding of his colleagues of the Department of Agriculture where he had been a leader for many years. One of the finest things Dr. H.C.Taylor ever did was in going to Prof.Spillman's house and proposing that he accept a position in the Bureau of Agricultural Economics. Dr.Taylor told me later that he found Prof. Spillman his old philosophical self, friendly, open-minded, amenable to reason, and appreciative of the initiative taken by Dr. Taylor, but that Mrs.Spillman, with true feminine resentfulness, showed symptoms of bitterness, was sarcastic in her remarks, and quite hostile in her attitude toward any emissary from the department. The result of the interview was ~~Drx~~ Prof. Spillman's appointment in the Bureau of Agricultural Economics as a sort of free lance, without administrative responsibilities or obligation to serve on committees or take part in general conferences. He served the bureau and the department well in the years that followed until his untimely death in 1931, by his ripe experience, his technical knowledge, his ability as a speaker, and his philosophical spirit. We were friends for many years. I saw him from time to time and always met with a friendly greeting and a genial interest in my work. In those last years I considered him one of the happiest men in his work in the entire department. And for that I take off my hat to Dr. H.C.Taylor because, so far as I know, he alone was responsible for the happy conclusion of a long and

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On December 22 I accompanied Secretary Wallace and Dr. Taylor in the official automobile to a luncheon at the Cosmos Club with about forty project leaders of the department. Upon returning I worked until long after closing time.

~~27th~~ 23d Dr.
The 23d attended a meeting in ~~Assistant~~ Secretary Ball's office to consider marketing periodicals. Began reading Walker's "Political Economy."

On the 27th there was a meeting in Assistant Secretary Pugsley's office to consider the form and scope of a proposed combined publication for markets and crop ~~est~~ estimates. This proposal had been hanging fire for about six months and there had been innumerable conferences without definite conclusion or agreement. At this meeting it was decided that the new publication should be entitled "Crops and Markets" and should begin with the first week of the new year.

On the last day^a of December I had an interview with my friend, Sydney Cates, for some years an employe of the Office of Farm Management and then a free lance agricultural writer, regarding the cotton reports of the bureau. This was followed by a conference in the Secretary's office on the advisability of calling a meeting of all agricultural leaders in Washington early in the new year, after which I had luncheon with the Secretary. In the afternoon I went to Frederick by train and en route began to read "Outlines of History," by Wells.

So ended the year 1921, and this account is a mere outline of a portion of my activities, problems, and experiences during a single year. Who can say that the life of a government employe in Washington is dull, uneventful, or uninteresting. To me it was crowded with interesting events and living problems

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E--1073.

during all my ^uworking hours. On the whole it was a hard year for me, overwork, some physical illness, disappointment at the turn events had taken upon the merger of my Bureau of Crop Estimates with the Office of Markets, a strong suspicion that I had been systematically kept in ignorance and deceived by Dr. Taylor and Dr. Ball who maneuvered the Secretary to Dr. Taylor's advantage; disappointed in Secretary Wallace who had displayed so much courage as an editor and so little as head of the department; disillusioned in the ideals of disinterested public service with which I and my immediate associates of the Bureau of Crop Estimates were animated; transferred from a position of independent leadership in the councils of the department to one of innocuous disability in a pigeon hole of the new Bureau of Agricultural Economics which I had helped to create, ~~tw~~ thwarted in every effort I made to bring about a more efficient organization of the bureaus I had dreamed of uniting into a harmonious unit; serving under a college professor without practical experience in organization or administration; seeing my faithful administrative colleagues and loyal field agents pushed into the background, primarily because they were not graduates of the University of Wisconsin or professional economists; along with a poor crop year at Sunny Hill Farm, the financial loss involved in the mysterious ^{bu}burning of the dwelling at the lower farm, a capricious and uncertain farm manager; and lastly, a mysterious malady that threatened the life of my father and the future of my mother whom I had hoped to see spend their declining years comfortably on a small farm near my own.

On the other hand, at the close of the year my health was better, my conscience was clear, and I felt quite equal to coping with anything the future might have in store for me, even

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justice in the year just closed. Many times during the previous
six months I had been strongly tempted to resign my official po-
sion and bring to an end the worry and anxiety connected therewith,
but always ^{there was} ~~had~~ the restraining thought that I could not resign
under the slightest shadow, nor could I think of abandoning my
post so long as there was the possibility that by remaining I
could in some way protect or better the situation of the men
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